Impact of selected HR practices on employee retention –Case study of FHRAI listed Hotels in Uttar Pradesh

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CHAPTER 1: INTRODUCTION & LITERATURE REVIEW

1.1 INTRODUCTION

Good research can start when the reason for a thesis is completely clear and the problem is clearly defined. There are many chances of prior work which are done on this topic but still, some of the sections of findings are left or untouched. This section is more exploited and new findings can be defined. To reach that level I have to opt for a systemized step-by-step procedure with a scientific approach. Once the problem is identified I have to define my own criteria for the solution and adopt a proper proceeding methodology to solve the problem. I have to set my own measurement and standards to collect the various primary and secondary data. This formulation of information collection introduces various limits for a researcher to make it more appropriate

Worldwide, the hospitality sector is expanding quickly, and it is anticipated to continue to play a significant role in supporting the world economy by generating needed foreign exchange reserves and opening up employment opportunities. Regardless of the nation, the development of human resources (HR) continues to be the most important and crucial factor for the success of the hospitality industry. Employees frequently resist change and favor adhering to traditional values and practices, making it difficult to implement HR policies that are meant to promote business.

The hotel industry has tremendous potential to attract skilled and trained labor, but there is a huge supply and demand gap that is raising serious concerns about the industry's sustainability. The primary causes of this gap are attrition and.

The hotel industry in Uttar Pradesh is clearly enjoying the fruits of boom time. With numerous new properties on the anvil and lucrative opportunities in other service segments, attrition has reached its peak. Opportunities in the hotel industry have no yardstick and since this industry needs more professionals to fill up and also due to a shortage of

specific skills and trained manpower, the candidates are more selective about potential job opportunities.
The corollary is that an employee has more motivation and opportunity to successfully change jobs if he or she is dissatisfied with their current role.

Employee retention is always a big concern for companies. There have even been claims that workers quit their jobs for no apparent or foreseeable reason (Wild and Dawson, 1972). However, other studies (Samuel, 1969; Pettman, 1974; Bevan, 1987; Wild and Dawson, 1972) suggest that there are specific characteristics of people, workplaces, and environments that increase worker mobility indicate. Numerous international studies of employee turnover have revealed many variables that directly or indirectly influence employee turnover intentions. Low wages, long hours, monotonous work and limited career opportunities are some of the factors. This fact is important to recognize by any organization addressing employee attrition, especially in the Hotel Industry. A brief study of the hotel establishments in the surroundings lead to forming of certain hypotheses like expectations of employees and establishments in metros were higher than those of smaller cities. Pay packages were higher in metros as compared to smaller cities. The same could be established by means of a pilot study conducted on the same area of research with a small test group of hotels in Uttar Pradesh.

Research questions

Specifically, this study will be undertaken to explore the answer to the following research questions (RQ):

RQ1: Is there any association between Select HR Practices and Employee retention?

RQ2: Does performance appraisal have any impact on Employee retention?

Rationale behind study

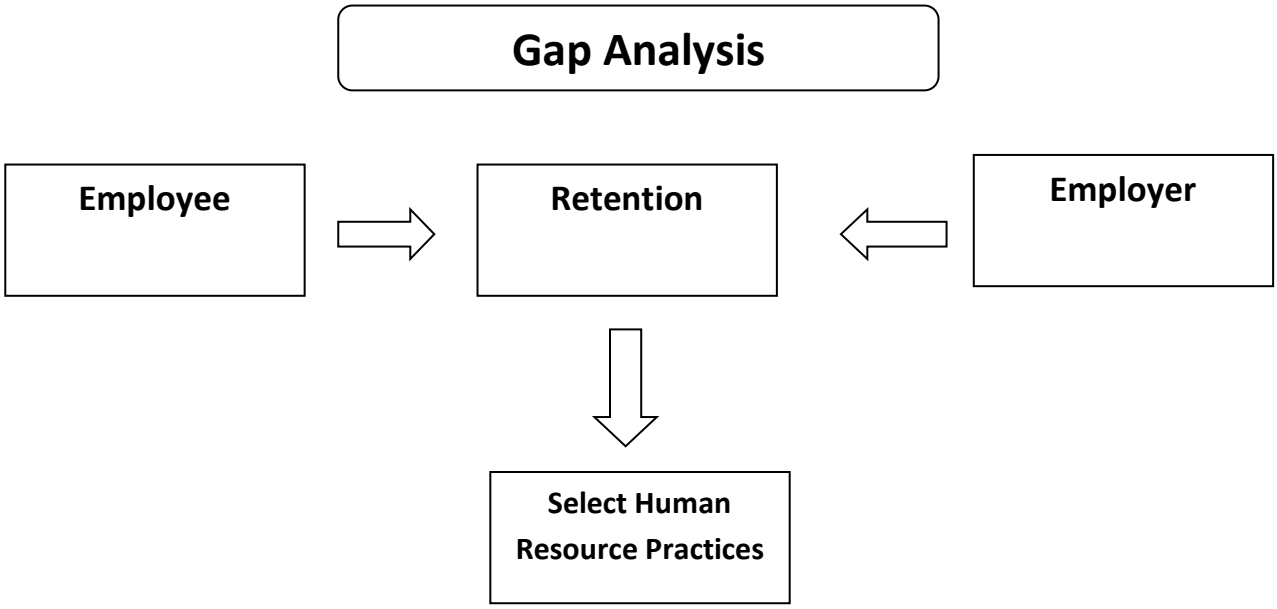
The present study is aimed to bring out the Human resource development practices and to study their relation and impact on employee retention in FHRAI-listed hotels in Uttar Pradesh (India)

1.2 Theoretical Concepts and Framework

1.3 Human capital is the true asset of any business and HR's role is critical when it comes to recruiting, managing and retaining top talent. HR plays a distinct role in this process and determines the pace of organizational success.

1.4 An urgent priority for most organizations is securing an innovative and talented workforce. Possess solid personnel management practices with strong business knowledge (Chiamsiri, Bulusu, & Agarwal, 2005). An organization's success or failure largely depends on the quality of the people who work in it. No organization can thrive and thrive without the active and creative input of its people. Organizations recognize that their competitive advantage is primarily people and that attracting and retaining good managers and employees is a strategic imperative (Kristen B. Donahue, 2006). The concept of employer choice has been strengthened over the past decade. Employees want to work for the best employers. Becoming an employer of choice often involves attracting top talent to a company, improving employee performance, maintaining employee satisfaction and loyalty, and enabling employees to grow and contribute their skills. and those employees must ultimately retain (Jack, Philips, and Adele O. Connell, 2008)

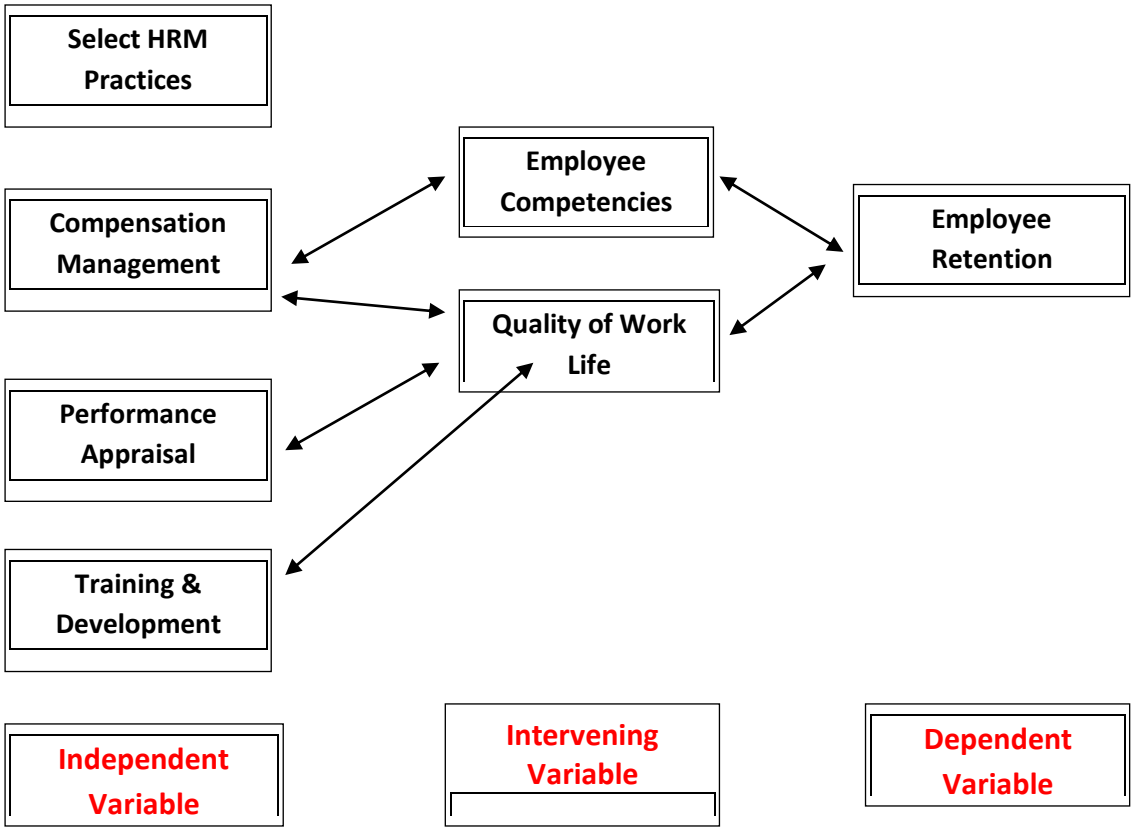
1.5 Michael Armstrong (2006) defines employee turnover as the normal termination of an employee due to retirement, career or job change, relocation, illness, etc. Jack, Phillips, and Adele define employee churn as the percentage of employees who leave the company for any reason.



Research Framework

This case study highlights the relationship between HRM practices and employee retention. After reviewing the literature to date, a comprehensive framework can be developed to frame selected HRM practices as independent variables, as shown in Figure 1. The mediating variables include compensation management, performance appraisal, training and development. Employee retention is the dependent variable.

Conceptual Framework



1.6 Literature Review

A literature review is a body of text intended to review the key points of current knowledge on a particular topic. Most often in conjunction with a paper, the ultimate goal of a literature survey is to update the reader with current literature on the topic and form the basis for other goals such as: B. Future research that may be required in this area.

In today's competitive environment, the hospitality industry strives to attract and retain loyal and profitable customers. To fulfill this mission, it is critical that hospitality establishments maintain a qualified workforce. However, high turnover in the industry is one of the most pressing problems facing the global hospitality industry. First, I recommend

reviewing the existing literature available in the field of human resource management, especially performance evaluation. It aims to identify and ultimately improve certain key areas of performance evaluation. The following literature was reviewed for the proposed study.

According to Armstrong (1992), HRM should aim to achieve the organization's goals by making proper use of human resource training and development. Nickson (2007) believes that training and development can be viewed as important tools for implementing HRM practices and policies. Sommerville (2007) points out that lack or lack of training is responsible for high turnover, but at the same time regular training can reduce job pressure and increase employee retention. increase. Riley (1996) classifies the tourism and hospitality labor market as a weak market characterized by low and unclear employment standards, multiple entry stages, low skills and lack of on-the-job training.

Baum (2008) reports that the hospitality industry should allow employees to actually participate in HR programs.

Hinkin & Tracey (2000) report that In order to maintain a reliable and engaged workforce capable of dealing with the dynamic business environment of the hospitality industry, management should consider factors that may contribute to employee positive attitudes, such as trust and emotional engagement with the organization.) should be paid more attention to.

It was clearly recognized that people were needed in order for an organization to function. It is believed that without the human resource component, an organization will not grow or develop. Storey (2001) states that human resource management produces "the ability to attract and retain talented employees is the most reliable indicator of overall performance." It is an essential component of any successful organization.

Abasi et al. (2000) suggest that other factors that keep employees from leaving are lack of awareness, poor hiring practices, and lack of competitive compensation policies.

Ivancevich (2001) found that making new hires feel part of the organization is good for employee turnover by reducing associated costs and improving the profitability and competitiveness of the organization. I think it will make an impact.

HRM is the aspect of management that deals directly with people. HRM's main goal is to maximize the productivity of people in the hospitality industry. Lockyer and Scholaris (2004) reported that hotels in general, especially smaller ones, lacked a systematic recruitment and selection process. Firth et al. (2004) found that work-related stress, organizational disengagement, and job dissatisfaction drive employees to leave. Manu et al. (2004) argue that employees leave the organization for financial reasons.

Griffeth et al. (2000) found that wages and wage-related variables have a moderate effect on turnover. They concluded that good employees will leave if they are not recognized and rewarded.

De Cieri and Kramar (2006) found that it is difficult to predict the exact number of recruits needed for a particular job at any given time. Young (2006) reports that today's labor market is growing and changing rapidly. It is the responsibility of organizational leaders to adapt to these changes in order to make the organization profitable. Therefore, in order to achieve this, it is important to retain the most important employees who move the company forward. According to a Knowledge Management Review article, organizations are facing people moving to other companies.

Tarabanov (2008) suggests that hospitality is the world's largest and fastest growing industry in recent years. The industry is characterized by high labor intensity, unskilled labor, long working hours and low wages. Organizations

invest heavily in their employees in terms of guidance, training and development to retain and retain them in the organization. Therefore, HR managers should minimize employee turnover. While there is no standard framework for understanding the entire workforce attrition process, various factors have proven useful in interpreting attrition. Kevin et al. (2004). Therefore, there is a need for a more comprehensive understanding of employee turnover, specifically the factors that drive turnover, and the impacts and strategies that HR managers can put in place to minimize turnover.

Research by Vinnie Jauhari and Kamal Manaktola (2009) indicates that the key workforce issues to be addressed in the hospitality industry are:
industry awareness; downsizing; education; competence and skill development; Opens up a wide range of opportunities for the workforce. These have a significant impact on the growth of companies and consequently on the growth of the industry and its contribution to the economy.

Namasivayama (2006) points out that companies in the service sector rely heavily on their employees to provide quality service, and therefore need to motivate their employees in some way. One of his ways of doing this is through incentive schemes, which allow HR managers to design individual programs to motivate, retain and attract employees. Tools to influence employee behavior (Chiang and Jang 2008). Darren (2009) reports that the hospitality industry is characterized by excessive absenteeism and turnover. As the cost of employee turnover continues to climb, it is best for hospitality managers to understand the causes and impacts of attrition, absenteeism, and attrition so they can reduce their occurrence.

Singh, R.K (Dr) (2009) believes that many strategies are employed to reduce employee turnover after employees are hired. Improving working conditions, sharing information and making employees more involved in decision-making are some of the most important decisions. However, this

suggests that the hospitality industry may still be at a disadvantage in competing for high-wage industries and skilled workers.

Hinkin and Tracey (2010) identified six categories of Human Resource practices used by the hospitality industry to care for employees and retain competent employees.

HRM practices such as training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity.

Ruwan (2007) found that six human resource practices were significantly associated with marketing executive attrition. Abang, May-Chiun and Maw (2009) found that training and information technology directly impact organizational performance.

Altarawmneh and al-Kilani (2010) found that job analysis has a significant impact on employee turnover intentions.

Sheppeck and Militello (2000) focus their HRM strategies on four groups: employability and labor policies, supportive environments, performance measurement and enhancement, and market organization.

Sivasubramanian and Kroeck (1995) classified human resource management as either adaptation or integration. Guest (1997) proposed two dimensions for human resource management: internal and external suitability

1.7 Significance of Study

This study hopes to make an important theoretical and practical contribution in the field of employee retention. From a theoretical point of view, this study hopes to shed light on the role of HRM practices in the hospitality industry, and from a practical point of view, the results of this study will help policy makers and practitioners to see positive aspects. Helps develop effective HRM practices aimed at improving. It improves employee attitudes towards the organization, which leads to higher retention rates. This work proposes to provide Human Resource Managers of Hotel Industry with detailed inputs on the perceptions of employees as

regard to their work environment, duty hours, rewards and remuneration and relevant issues are to be examined which will give an insight into the high attrition rate of employees in this segment.

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1.8 Objectives of the Study

Based on the defined research questions, study objectives are:

The retention of employees in general was found to be lesser at the entry-levels compared to senior and management employees. It is also evident that satisfaction with regard to the job was low amongst all categories of employees. This led to the development of the major objectives of this study.

Objectives

- To examine the HR practices in the Hotel Industry with regard to compensation management, performance appraisal, and training and development and how the same is perceived by the employees.
- To study the expectation of employees and their reason for the change.
- To identify the causes of employee attrition and retention.
- To gain firsthand information on the recruitment processes followed in hotels and compare them with the expectations of the new recruits/fresh graduates.
- To compare the human resource practices of the selected hotels to identify the best practices and emphasize the same for other hotels to follow.

1.9 • Issue possible solutions and recommendations to all hotels so that they can improve their existing practices and become more capable in the future.

1.10 Hypotheses

This study will examine the gap between employee and employer with the intervening effect of HR practices of Hotels in Uttar Pradesh. The results show that HR practices can help increase employee retention.

H1. Select HR practices have a positive influence on employee retention.

Compensation Management

Compensation management is a central pillar of HRM, based on compensation philosophies and strategies, and involves agreement in the form of strategies, guiding principles, structures, and procedures.

H2. Compensation management have positive impacts on employee competencies

Performance Appraisal

Performance evaluation systems are important due to the need to meet organizational goals and remain relevant in a competitive marketplace. Research suggests that they can be used to increase motivation and provide the right working environment.

H3. Performance appraisal have positive impacts on Quality work life

Performance evaluation is a concept used to improve employee performance by creating the right work environment. Research suggests that it can be used to increase motivation.

H4. Quality work life have positive impacts on employee retention

1.11 Scope of the Study

Keeping in view the time and resources at the disposal, the study is confined to the HR Practices followed in Hotels of Uttar Pradesh and seeks to give a Gap analysis between employee and employer with the intervening effect of HR practices of Hotels in Uttar Pradesh.

The proposed Study would be confined to the following areas:

1. A study of select HR practices followed in Hotels of Uttar Pradesh

2. A study of how select HR practices affect the retention of Hotel employees in Uttar Pradesh.

3. A study of what functions are being served by HR practices.

4. A study of Perception, attitudes, and responses of hotel employees on HR practices.

5. A study of suggestions to overcome specific problems.

6. A study of expectations between employees and employers of Hotels in Uttar Pradesh

Chapter 2: Research Methodology

2.1 Research Design

The present research would involve use of both primary and secondary data. Analysis would be done using various statistical tools to draw appropriate conclusions. The researcher proposes to use both desk and field work.

Data Collection

The researcher proposes to collect data from primary as well as secondary sources and analyze them to draw conclusions.

Secondary Data

Secondary data will be collected from various sources like textbooks on Human Resources, Journals and publications, articles and research papers of other researchers in the relevant field of study.

Data would also be collected from the various regional and local bodies and associations in this regard.

Primary Data

For collecting primary data, the researcher proposes to administer a questionnaire to both management and employees of the selected hotels. This study would be mainly based on primary data collected from various respondents in the chosen reference frame.

The following techniques will be adopted for the collection of Primary data in the proposed Study:

A) Questionnaire

For this purpose, two categories of Questionnaires will be prepared i.e. one questionnaire for the Higher Management and Middle Management people

and the other questionnaire for the general employees of the Hotels. Both the questionnaires will have separate questions seeking to find their perceptions, attitudes and responses regarding the Hr Practices.

B) Interviews

Both the Structured and Non-Structured Interview technique will be adapted to collected information and data. Both the Hotels will be personally visited again and again by the research scholar. Employees from all the categories will be interviewed personally. Various types of questions relating to various aspects of HR practices will be put to the respondents.

C) Observations

Under this technique, Hotels will be visited by the research scholar. The research scholar himself will observe the working of all departments, employee behavior, team work, manager's attitude towards employees and cooperation among employees and various aspects of HR practices of employees and managers from close quarters.

D) Discussions

The research scholar will have held discussions with the executives of the Hotels including employees, middle management, and the higher management regarding various aspects of HR practices to assess their perceptions, attitudes and responses regarding HR Practices.

Population Size

The study location will be Uttar Pradesh, from the total number of hotels available in the state. A proportionate sample would be selected to ensure a representation of hotels from different parts of the state. There are chain hotels and a few standalone establishments also. Being the growing state in the north of historical interest and thriving on with investments in IT Sector and the industry; it attracts tourists, technocrats, bureaucrats, businessmen in

large numbers. The results obtained in this setup could be suitable for comparison in other location.

2.2 Sampling Design

The study location will be Uttar Pradesh, from the total number of hotels available.

A proportionate sample would be selected to ensure a representation of hotels from different hotels. There are plenty of FHRAI listed hotels. Uttar Pradesh has historical interest and thriving on with investments in different industries; it attracts tourists, technocrats, bureaucrats, businessmen in large numbers. The results obtained in this setup could be suitable for comparison.

To ensure a proper representation of the chosen population within the reference frame a stratified random sampling process is proposed to be used. The stratification would be done in proportion to the selected establishments considered for this study (three star and above classification).

Sampling Frame	
FHRAI Listed Star Hotels	
Employers/Managers (25)	Employees (300)
Proportionate samples of the total number of employers from each hotel	Proportionate samples of the total number of employees from each hotel

2.3 Data Collection Method(s)

The researcher proposes to develop two sets of questionnaires and administer them to the Employees.

- The first would be targeted towards the employees in the hotel establishments to understand their needs, expectations that are to be examined like rewards, remuneration, working environment, training

and development, welfare activities, organizational commitment and other related issues of Human Resource Management.

- The second questionnaire would be targeted to the Management to get an idea of their expectations and thought processes used in framing the various policies on Human Resources in their establishments

The respondents would be selected for the data collection according to the proportion as mentioned in the stratification process.
This study would be mainly based on primary data collected from various respondents in the chosen reference frame.

2.4 Analysis of Data: Tools & Techniques

The data collected would be subjected to scanning for reliability and consistency. The cleansed data would be analyzed by the use of various statistical and mathematical tools (SPSS software). Correlation, regression, factor analysis and other statistical tools may be used to establish the relation between the various variables considered for this study. This would also include demographic variables and their behavior in comparison.

2.5 Limitations to the Study

As any research is subject to a sample study that is selective, there is always scope for some differences in the results with a different test group or audience. As the sample studied was from selected hotels of Uttar Pradesh for the effect of select human resource practices on employees, it goes to stand that the conclusion may differ in other workgroups or audiences. Therefore, the outcome or interpretations of this study may not be duplicable outside of the reference framework selected.

Chapter 4: Conclusions

This part of the research project addresses four main sections: limitations; summary; conclusion and recommendations. This research work has been proposed with an idea to bridge various gaps existing in the various mentioned

areas of Human Resource Management within the Hotel establishments considered for the purpose of this study.

The researcher believes the various methodologies adopted and interpretations made would lead to understanding most of the variables that exist in the chosen reference frame and enable both employers as well as employees to have a better understanding of the concerns that they face and resolve them or at least come closer to a solution that meets the approval of both of the concerned partners. Also, the researcher expects that this study will open doors for further studies to be conducted in related areas and this work would go a long way in assisting future researchers in their objectives.

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